

# **WITZENBERG MUNICIPALITY**

## **SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN**

2020/2021

A Municipality that cares for the community, creating growth  
& opportunity.

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## 1. INTRODUCTION AND OVERVIEW

### 1.1 PURPOSE OF THE REPORT

The purpose of this report is to provide an executive summary of the legislative framework that prescribes an SDBIP.

The 2020/21 Top Layer SDBIP attached to this report is hereby submitted for approval. It indicates the planned performance targets of Witzenberg Municipality for the period 1 July 2020 to 30 June 2021.

The Top Layer of the SDBIP is made up of the following components:

- One year detailed plan, with a three-year capital plan
- The necessary components includes:
- Monthly projection of revenue to be collected for each Source (*Expected Revenue to be collected*)
- Monthly projects of expenditure (operating and capital) and revenue for each vote (*S71 format*)
- Quarterly projects of Services Delivery Targets and performance indicators for each vote. (*Non-financial measurable performance objectives in the form of targets and indicators. Level and standard of service being provided to the community*)
- Detailed capital works plan broken down by ward over three year

### 1.2 LEGISLATIVE FRAMEWORK & GENERAL INFORMATION PERTAINING TO THE SDBIP

The Municipal Finance Management Act No. 56 of 2003 (MFMA) and National Treasury MFMA Circular No. 13 requires that municipalities must prepare a service delivery budget implementation plan (SDBIP) indicating how the budget and the strategic objectives of Council will be implemented. The SDBIP is prepared in terms of Section 53(1)(c)(ii) of the Municipal Finance Management (MFMA), National Treasury MFMA Circular No. 13 and the Budgeting and Reporting Regulation.

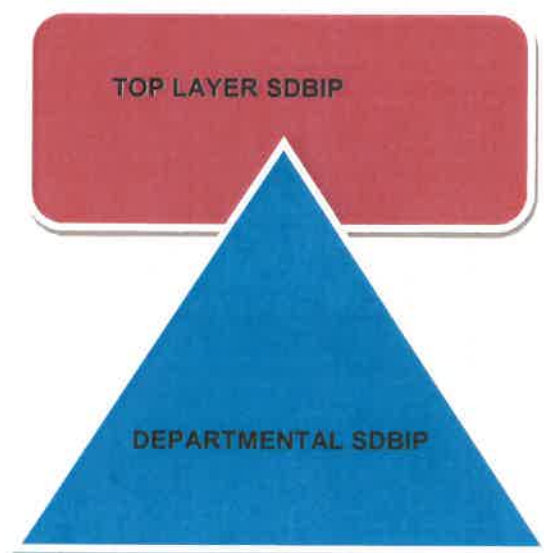
The SDBIP serves as a “contract” between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration in the applicable financial year. It provides the link between the mayor, the council (executive) and the administration, and facilitates the process for holding management accountable for its performance. It is therefore a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community to monitor the municipality’s performance on a quarterly basis. The SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the implementation of the budget, the execution of projects, the performance of senior management and the achievement of the strategic objectives set by council.

The SDBIP sets in-year information, such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services with

the inputs and financial resources that will be utilized. The SDBIP will determine the performance agreements of the municipal manager and senior managers, including the outputs and deadlines for which they will be held responsible. Expenditure information (for capital projects and services) per municipal ward is provided so that each output can be broken down per ward, where it is possible to support ward councillors to provide feedback to their communities on progress with service delivery.

As mentioned before, it is a vital monitoring tool for the mayor and council to monitor in-year performance of the municipal manager and for the municipal manager to monitor the performance of all managers in the municipality within the financial year. This enables the mayor and municipal manager to be pro-active and take remedial steps if necessary in the event of poor performance.

The SDBIP is a layered plan that consists of a top layer and a supporting layer namely the departmental SDBIP.



## **2. TOP LAYER SDBIP (MUNICIPAL SCORECARD)**

Circular 13, as well as the municipal budget and reporting regulations prescribe the submission of a Top Layer SDBIP, which is focused on outcomes, to the Mayor with the budget. The Top Layer SDBIP contains the consolidated service delivery targets and in-year deadlines, and links such targets to top management. Only the Top Layer SDBIP will be made public and tabled before the council. The Top Layer SDBIP should also include per ward information, particularly for key expenditure items on capital projects and service delivery. This will enable each ward councillor and ward committee to oversee service delivery in their particular ward. The Top Layer SDBIP and its targets cannot be revised without notifying the council, and if changes are made in service delivery targets and performance indicators, this must be with the approval of the council, following approval of an adjustments budget (section 54(1)(c) of MFMA). Council approval is necessary to ensure that the mayor or municipal manager do not revise service delivery targets downwards in the event where there is poor performance.

The Top Layer of the SDBIP must be submitted for approval to the Mayor within 14 days after the approval of the budget. The Top Layer SDBIP must be approved by the Mayor within 28 days after the

budget has been approved to ensure compliance with the above-mentioned legislation and published on the municipal website.

### **3. DEPARTMENTAL SDBIP**

A detailed departmental SDBIP, which is focused on operational performance, will be prepared for each municipal department. This SDBIP provides more detail on each output for which top management is responsible. The Top Layer SDBIP is therefore the summary of all the departmental SDBIP's.

### **4. FACTORS CONSIDERED FOR THE COMPILATION OF THE TOP LAYER SDBIP**

The IDP is considered as the 5-year strategic plan for the municipality and therefore provides an outline of Witzenberg Municipality's vision, mission, objectives and operational and service delivery indicators that are realistic and attainable.

The Top Layer SDBIP was drafted through a one on one consultation with the Municipal Manager and all the directors. After the completion of the draft Top Layer SDBIP, the Municipal Manager had one on one session's with his directors to finalise the Top Layer SDBIP. The following were considered during the development of the SDBIP:

- Alignment with the IDP, National KPA's, Municipal KPA's and IDP objectives
- Alignment with the budget
- Oversight Committee Report on the Annual Report of 2018/19
- Annual Report of 2018/19
- The risks identified by the Internal Auditor during the municipal risk analysis
- Areas to be addressed and root causes of the Auditor-General management letter COMAFS as well as the risks identified during the audit of the 2018/19 Annual Report
- Mid-Year Performance Report (Section 72) for 2019/20

## SECTION 53(1)(C)(II) – SUBMISSION TO THE MAYOR

The top layer service delivery budget implementation plan, indicating how the budget and the strategic objectives of Council will be implemented, is herewith submitted in terms of Section 53(1)(c)(ii) of the Municipal Finance Management Act (MFMA), MFMA Circular No. 13 and the Budgeting and Reporting Regulation for the necessary approval.

Print Name      D NASSON

Municipal Manager of Witzenberg Municipality

Signature



Date              2020/06/08

## SECTION 53(1)(C)(II) – APPROVAL BY THE MAYOR

The top layer service delivery budget implementation plan is herewith approved in terms of Section 53(1)(c)(ii) of the Municipal Finance Management Act (MFMA).

Print Name      B Klaasen

Mayor of Witzenberg Municipality

Signature



Date              2020/06/10

## 5. STRATEGIC MAP

<u>WITZENBERG MUNICIPALITY: STRATEGIC MAP 2020/21</u>					
Vision	Mission	Municipal KPA		Pre-determined Objectives	
A municipality that cares for its community, creating growth and opportunities.	<p>The Witzenberg Municipality is committed to improve the quality of life of its community by:</p> <ul style="list-style-type: none"> <li>- Providing &amp; maintaining affordable services</li> <li>- Promoting Social &amp; Economic Development</li> <li>- The effective &amp; efficient use of resources</li> <li>- Effective stakeholder &amp; community participation.</li> </ul>	1	Essential Services	1,1	Sustainable provision & maintenance of basic infrastructure
				1,2	Provide for the needs of informal settlements through improved services
		2	Governance	2,1	Support Institutional Transformation & Development
				2,2	Ensure financial viability.
				2,3	To maintain and strengthen relations with international- & inter-governmental partners as well as the local community through the creation of participative structures.
		3	Communal Services	3,1	Provide & maintain facilities that make citizens feel at home.
		4	Socio-Economic Support Services	4,1	Support the poor & vulnerable through programmes & policy
				4,2	Create an enabling environment to attract investment & support local economy.



## 6. FINANCIAL COMPONENT

### COMPONENT 1 – MONTHLY REVENUE BY SOURCE R'000

Revenue By Source	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21
Property rates	11 299	4 614	4 555	5 855	4 650	7 698	3 491	5 964	11 095	5 211	5 247	4 527	75 388
Service charges - electricity revenue	39 490	16 124	16 051	23 951	16 287	25 905	12 200	20 949	38 780	21 707	18 338	16 170	265 973
Service charges - water revenue	5 197	2 122	2 114	3 154	2 144	3 541	1 505	2 757	5 104	2 857	2 414	2 128	35 137
Service charges - sanitation revenue	2 715	1 108	1 104	1 647	1 120	1 849	839	1 440	2 665	1 492	1 251	1 111	18 352
Service charges - refuse revenue	3 145	1 285	1 280	1 908	1 288	2 144	972	1 569	3 050	1 730	1 481	1 288	21 271
Service charges - other	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	394	151	150	239	152	258	122	209	387	215	183	151	2 553
Interest earned - external investments	1 350	551	549	819	557	920	417	716	1 325	742	627	553	9 129
Interest earned - outstanding debtors	1 222	489	497	742	504	833	378	648	1 200	672	568	500	8 254
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	3 025	1 235	1 231	1 835	1 248	2 052	935	1 605	2 971	1 553	1 405	1 239	20 456
Licences and permits	287	121	121	180	123	203	92	158	292	153	138	122	2 010
Agency services	570	233	232	345	235	388	175	302	560	313	255	233	3 854
Transfers and subsidies	28 948	11 820	11 774	17 555	11 940	19 723	8 943	15 357	28 428	15 913	13 443	11 853	195 705
Other revenue	1 367	558	556	829	564	931	422	725	1 342	751	635	550	9 240
Gains	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
<b>Total</b>	<b>99 022</b>	<b>40 432</b>	<b>40 274</b>	<b>60 083</b>	<b>40 841</b>	<b>67 455</b>	<b>30 592</b>	<b>52 530</b>	<b>97 242</b>	<b>54 432</b>	<b>45 984</b>	<b>40 546</b>	<b>669 441</b>



# COMPONENT 2 – MONTHLY OPERATING EXPENDITURE BY VOTE R'000

Expenditure By Type	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21
Employee related costs	19 410	20 755	20 555	17 716	20 758	15 527	13 851	17 538	15 559	19 814	15 813	20 052	225 182
Remuneration of councillors	1 032	1 105	1 112	542	1 105	933	737	933	987	1 054	1 054	1 057	12 032
Debt interest	3 835	4 105	4 125	3 500	4 105	3 344	2 759	3 465	3 667	3 915	3 915	3 952	44 688
Depreciation & asset impairment	3 452	3 741	3 750	3 157	3 741	3 045	2 454	3 155	3 339	3 554	3 554	3 607	40 588
Finance charges	788	844	848	719	844	587	553	712	753	804	804	814	9 181
Bulk purchases	19 574	21 400	21 507	18 231	21 403	17 419	14 255	18 048	19 089	20 390	20 389	20 535	232 760
Other materials	1 575	1 755	1 804	1 530	1 755	1 451	1 197	1 514	1 502	1 711	1 711	1 731	19 528
Contracted services	4 151	4 459	4 480	3 758	4 458	3 529	2 571	3 750	3 979	4 247	4 247	4 289	48 485
Transfers and subsidies	187	200	201	171	200	163	134	159	179	191	191	193	2 179
Other expenditure	4 014	4 300	4 321	3 553	4 301	3 500	2 855	3 625	3 838	4 057	4 057	4 145	45 770
Losses	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>58 568</b>	<b>62 747</b>	<b>63 062</b>	<b>53 457</b>	<b>62 757</b>	<b>51 077</b>	<b>41 826</b>	<b>52 920</b>	<b>55 002</b>	<b>59 787</b>	<b>59 784</b>	<b>60 507</b>	<b>682 493</b>

## COMPONENT 3 – MONTHLY CAPITAL EXPENDITURE

### KEY PERFORMANCE AREA:

#### 1. ESSENTIAL SERVICES

### Strategic Objective:

#### 1.1 Sustainable provision and maintenance of basic infrastructure

Description	Detailed Funding Source	Adjusted Budget 2020-2021	Project Start Date	Project End Date	Planned Cashflow for 2020/2021											
MV Substation Equipment	CRR	1 000 000	2020-07-15	2021-02-15		200 000	200 000		200 000	200 000		200 000				
Upgrade of LV Network Cables	CRR	500 000	2020-07-15	2021-02-15				100 000	200 000			200 000				
MV Network Equipment	CRR	500 000	2020-07-15	2021-02-15					100 000	200 000			200 000			
Upgrade of MV Cables	CRR	500 000	2020-07-15	2021-02-15					100 000	200 000				200 000		
Network streets	CRR	1 800 000	2020-07-15	2020-11-15						1 800 000						
Sewer Network Replacement	CRR	500 000	2020-07-15	2020-11-15					200 000	300 000						
Security upgrades	CRR	300 000	2020-07-15	2020-11-15					300 000							
Network- Water Pipes & Valve Replacement	CRR	500 000	2020-07-15	2020-11-15					200 000							
Tulbagh Dam	RBIG	16 931 304	2020-07-15	2022-04-15	431 304	1 500 000	1 500 000	1 500 000	1 500 000	1 500 000	1 500 000	1 500 000	1 500 000	1 500 000	1 500 000	1 500 000
Upgrade Wolseley WWTW	CRR	1 500 000	2020-07-15	2021-02-15		200 000					300 000			500 000		
Tulbagh Steinthalweg walkways	RSEP	869 565	2020-07-15	2020-05-15			200 000							269 565	400 000	

### Strategic Objective:

#### 1.2 Provide for the needs of Informal Settlements through improved services

Description	Detailed Funding Source	Adjusted Budget 2020-2021	Project Start Date	Project End Date	Planned Cashflow for 2020/2021											
Vredesbas Phase H Bulk water pipeline	MIG	476 300	2020-07-15	2020-09-15			476 300									
Vredesbas Phase H Bulk storm water &	MIG	4 330 552	2020-07-15	2020-12-15		434 783	869 565	869 565			1 287 074					
Vredesbas Phase H Busroutes & side w	MIG	2 562 153	2020-07-15	2020-10-15		434 783	869 565	1 257 805								
Vredesbas Phase H Bulk sewerage pipe	MIG	739 584	2020-07-15	2020-09-15			739 584									
Vredesbas Access Collector	MIG	496 800	2020-07-15	2020-08-15	496 800											
Vredesbas Phase H Internal Roads	IHHSDG	9 488 502	2020-07-15	2021-05-15		488 502				1 000 000	1 000 000	1 000 000	1 000 000	1 500 000	1 500 000	
Vredesbas Phase H Internal Water	IHHSDG	9 488 500	2020-07-15	2021-05-15		488 500				1 000 000	1 000 000	1 000 000	1 000 000	1 500 000	1 500 000	
Vredesbas Phase H Internal Storm Water	IHHSDG	9 488 503	2020-07-15	2021-05-15		488 503				1 000 000	1 000 000	1 000 000	1 000 000	1 500 000	1 500 000	
Vredesbas Phase H Internal Sewerage	IHHSDG	9 488 501	2020-07-15	2021-05-15		488 501				1 000 000	1 000 000	1 000 000	1 000 000	1 500 000	1 500 000	

**KEY PERFORMANCE AREA:**

**2. GOVERNANCE**

**Strategic Objective:**

**2.1 Support Institutional Transformation and Development**

Description	Detailed Funding Source	Adjusted Budget 2020-2021	Project Start Date	Project End Date	Planned Cashflow for 2020/2021				
Replace computers Town Planning	CRR	50 000	2020-07-15	2020-09-15					
Construct inspection ramp	CRR	350 000	2020-07-15	2021-03-15			50 000		
Council chambers furniture	CRR	600 000	2021-02-15	2021-04-15					600 000

**Strategic Objective:**

**2.3 Maintain and Strengthen Relations**

Description	Detailed Funding Source	Adjusted Budget 2020-2021	Project Start Date	Project End Date	Planned Cashflow for 2020/2021				
IT Equipment	CRR	400 000	2020-07-15	2020-11-15				400 000	

**KEY PERFORMANCE AREA:**

**3. COMMUNAL SERVICES**

**Strategic Objective:**

**3.1 Provide and Maintain Facilities and Environment that make citizens feel at home**

Description	Detailed Funding Source	Adjusted Budget 2020-2021	Project Start Date	Project End Date	Planned Cashflow for 2020/2021				
Ceres upgrade Of Leyell Sir Sport Faci	MIG	869 565	2019-11-15	2020-11-15				869 565	
Townhalls equipment	CRR	40 000	2020-07-15	2020-09-15			40 000		
Sportfield equipment	CRR	30 000	2020-07-15	2020-09-15			30 000		
Parks equipment	CRR	40 000	2020-07-15	2020-09-15			40 000		
Montana security fence	CRR	540 000	2020-07-15	2020-11-15			200 000	340 000	

**KEY PERFORMANCE AREA:**

**4. SOCIO-ECONOMIC SUPPORT SERVICES**

**Strategic Objective:**

**4.2 Create an enabling environment to support local economy**

Description	Detailed Funding Source	Adjusted Budget 2020-2021	Project Start Date	Project End Date	Planned Cashflow for 2020/2021				
Upgrade Van Breda Bridge	Prov Gran	4 130 000	2020-07-15	2022-05-15			500 000		
Upgrade Van Breda bridge (own contri)	CRR	897 826	2020-07-15	2022-05-15				1 000 000	1 000 000
									630 000
									897 826

## 7. NON-FINANCIAL COMPONENT

### KEY PERFORMANCE INDICATORS: QUARTERLY PROJECTIONS & 5 YEAR SCORECARD

KEY PERFORMANCE AREA: ESSENTIAL SERVICES

Strategic Objective: 1.1 Sustainable provision & maintenance of basic infrastructure

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2018/19	Target 2020/21	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Definitions
TecDir1	Percentage expenditure on the preventative- & corrective planned maintenance budget of the Technical Department	Technical	99.6%	98%	25%	50%	75%	98%	98%	99%	99%	99%	Percentage reflecting year to date spend /preventative- & corrective planned maintenance budget votes of technical department. Maintenance as defined according to mSCOA and excludes emergency corrective maintenance.
TecDir3	% Expenditure on Capital Budget by Technical Directorate	Technical	98.3%	95%	10%	40%	60%	95%	95%	97%	97%	97%	Percentage reflecting year to date spend / Total capital budget less any contingent liabilities relating to the capital budget of the technical directorate. The total capital budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.
TecWat21	Percentage compliance with drinking water quality standards.	Technical	100%	98%	98%	98%	98%	98%	98%	98%	98%	98%	Measure of potable water sample pass rate according to the SANS 241 standard. Average of sample results. Only microbiological results of Escherichia Coli are considered in the measurement. Result should be less than 1 count per 100ml.
TecWat36	Percentage of valid water connection applications connected by reporting period end	Technical	Adjusted	95%	95%	95%	95%	95%	95%	96%	97%	97%	This indicator reflects the percentage of residential valid water connection applications (where down payment has been received) connected, where the applicant has access to the municipal water network. Proxy measure for National Key Performance Indicator.
TecSan22	Percentage of valid sanitation connection applications connected by reporting period end	Technical	Adjusted	95%	95%	95%	95%	95%	95%	95%	97%	97%	This indicator reflects the percentage of residential valid sewer connection applications (where down payment has been received) connected, where the applicant has access to the municipal sewer network. Proxy measure for National Key Performance Indicator.
TecEl60	Percentage of valid electricity connection applications connected by reporting period end. (excl subsidised housing)	Technical	Adjusted	95%	95%	95%	95%	95%	95%	95%	96%	98%	This indicator reflects the percentage of residential valid electricity connection applications (where down payment has been received) connected, where the applicant has access to the municipal electrical network. Proxy measure for National Key Performance Indicator.
TecRef46	Access to the weekly removal of residential solid waste in all seven Witzenberg towns according to a publicised programme.	Technical	Adjusted	7	7	7	7	7	7	7	7	7	The removal of solid household waste in all formal accessible residential areas on a weekly basis in all 7 formalised towns according to a publicised programme. National Key Performance Indicator. Proxy measure for National Key Performance Indicator.

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2018/19	Target 2020/21	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Definitions
TecWat20	Decrease unaccounted water losses.	Technical	17.7%	18%	18%	18%	18%	18%	18%	16%	15%	16%	Unaccounted-for water (UFW) is the difference between the quantity of water supplied to the municipality's network and the metered quantity of water used by the customers. UFW has two components: (a) physical losses due to leakage from pipes, and (b) administrative losses due to illegal connections and under registration of water meters. The reduction of UFW is a crucial step to improve the financial health and to save scarce water resources.
TecEB7	Decrease unaccounted electricity losses.	Technical	10.5%	10%	10%	10%	10%	10%	10%	10%	10%	10%	Unaccounted-for electricity (UFE) is the difference between the quantity of electricity supplied to the municipality's network and the metered quantity of electricity used by the customers. UFE has two components: (a) Technical losses due to ageing/inadequate networks, and (b) administrative or non-technical losses due to illegal connections and under registration of electricity meters. The reduction of UFE is a crucial step to improve the financial health.
TecRo7	Kilometres of roads upgraded & rehabilitated	Technical	7.3	4	0	1	2	4	3	4	4	4	This indicator measures the kilometres of new roads constructed, roads upgraded & rehabilitated and resurfaced.

### Strategic Objective: 1.2 Provide for the needs of informal settlements through improved services

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2018/19	Target 2020/21	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Definitions
TecDI2	Number of subsidised serviced sites developed.	Technical	526	100	0	0	50	100	400	0	200	200	A housing opportunity is incremental access to and or delivery of one of the following Housing products: Incremental Housing which provides a serviced site with or without tenure. A serviced site is being defined as a demarcated site with access to water & sanitation services located adjacent to a road.
TecWat22	Provide basic services - number of established informal areas with sufficient communal water services points (taps).	Technical	3	3	3	3	3	3	3	3	2	2	This indicator reflects the number of established demarcated informal areas with sufficient communal water service points. Sufficient are being defined as all households with access to water points within 200 meters radius. Certain taps may however have been vandalised or removed after provision. Excluding areas that was illegally occupied and not part of the municipalities planning initiatives. Proxy for National KPI.
TecSan13	Provide basic services - number of established informal areas with sufficient communal sanitation services points (toilets).	Technical	3	3	3	3	3	3	3	3	2	2	This indicator reflects the number of established demarcated informal areas with sufficient communal sanitation service points. Sufficient are being defined as all households with access to toilets within 200 meters radius. Certain toilets may however have been vandalised or removed after provision. Excluding areas that was illegally occupied and not part of the municipalities planning initiatives. Proxy for National KPI.
TecHeF31	Improve basic services - number of established informal settlements receiving a periodic area cleansing programme.	Technical	3	3	3	3	3	3	3	3	2	2	This indicator reflects the number of established demarcated informal areas that are serviced with a periodic area cleansing programme. Excluding areas that was illegally occupied and not part of the municipalities planning initiatives. Proxy for National KPI.
TecEB6	Percentage of houses in a subsidised housing project connected to the electrical network.	Technical	New	95%	95%	95%	95%	95%	95%	95%	95%	95%	This indicator reflects the percentage of houses in a subsidised housing project connected to the electrical network. Proxy for National KPI.



## KEY PERFORMANCE AREA:

## GOVERNANCE

### Strategic Objective: 2.1 Support Institutional Transformation & Development

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2018/19	Target 2020/21	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Definitions
CorpHR13	Percentage budget spent on implementation of Workplace Skills Plan.	Corporate	96%	96%	25%	50%	75%	96%	96%	96%	96%	96%	A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate the budget for appropriate training interventions which will address the needs arising out of local Governments' Skills Sector Plan, the municipality's strategic requirements as contained in the IDP and the individual departmental staffing strategies and individual employees' IDPs. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan. Kpi measures percentage expenditure of vote allocated towards training needs as arise from WSP. Proxy for National KPI.
CorpHR12	Report on percentage of people from employment equity target groups employed in the three highest levels of management in the municipality.	Corporate	4	4 Reports	1	1	1	1	4 Reports	4 Reports	4 Reports	4 Reports	Quarterly reports on the percentage of people from employment equity target groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan. Quarterly report submitted to Municipal Manager. National Key Performance Indicator.

### Strategic Objective: 2.2 Financial Viability

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2018/19	Target 2020/21	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Definitions
FinAdm10	Financial viability expressed as Debt Coverage ratio	Finance	250.8	200	200	200	200	200	200	200	200	200	This indicator measures debt coverage as (total operating revenue – operating grants received) / debt service payments due within the year. This means the municipality is able to cover its debt service payments from operating revenue.
FinAdm9	Financial Viability expressed as Cost-Coverage ratio	Finance	2.57	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	This indicator measures: (available cash + investments) / monthly fixed operating expenditure. This indicates that with the available cash the municipality is able to pay its fixed operating expenditure for certain amount of months. Proxy for National KPI.
FinAdm11	Financial viability expressed outstanding service debtors	Finance	50%	42%	42%	42%	42%	42%	42%	42%	40%	40%	These indicator measure service debtors to revenue (total outstanding service debtors / revenue received for services). This means that a % of revenue in the SPP is still outstanding as at year end. Proxy for National KPI.
FinDir3	Achieve an unqualified opinion of the Auditor-General on annual financial statements of the previous year.	Finance	Unqualified	Unqualified			1		Unqualified	Unqualified	Unqualified	Unqualified	This indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor General in determining his opinion. An unqualified audit opinion refers to the position where the auditor having completed his audit has no reservation as to the fairness of presentation of financial statements and their conformity with General Recognised Accounting Practices.
FinInc15	Increased revenue collection	Finance	94%	95%	95%	95%	95%	95%	95%	95%	95%	95%	This indicator reflects the percentage of revenue collected from service accounts delivered.
MM1	Percentage expenditure on the preventative- & corrective planned maintenance budget of the whole of the municipality.	Municipal Manager	99.6%	98%	25%	50%	75%	98%	98%	99%	99%	99%	Percentage reflecting year to date spend /preventative- & corrective planned maintenance budget votes for the whole of the municipality. Maintenance as defined according to mSCOA and excludes emergency corrective maintenance.
MM2	Percentage spend of capital budget for the whole of the municipality.	Municipal Manager	95.6%	95%	10%	40%	60%	95%	96%	97%	97%	97%	Percentage reflecting year to date spend / Total capital budget less any contingent liabilities relating to the capital budget. The total capital budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are

**Strategic Objective:**

**2.3 To maintain and strengthen relations with international- & inter-governmental partners as well as the local community through the creation of participative structures.**

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2018/19	Target 2020/21	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Definitions
MMIDP9	Number of IDP community engagements held.	Municipal Manager	14	14		7		14	14	14	14	14	Bi-annual community engagements as per IDP Process Plan held in each of the 7 towns.
ComSoc49	Number of meetings with inter-governmental partners.	Community	13	12	3	6	9	12	12	12	12	12	Number of Inter-Governmental meetings attended.

**KEY PERFORMANCE AREA:**

**COMMUNAL SERVICES**

**Strategic Objective:**

**3.1 Provide & maintain facilities that make citizens feel at home.**

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2018/19	Target 2020/21	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Definitions
ComAm34	Report on annual customer satisfaction survey on community facilities.	Community	1	1 Report		1			1 Report	1 Report	1 Report	1 Report	Analysis report of a community survey on community perception and satisfaction in respect of the access to and maintenance of certain community facilities.
ComDir1	Percentage expenditure on the preventative- & corrective planned maintenance budget of the Community Department.	Community	95%	98%	25%	50%	75%	98%	98%	99%	98%	99%	Percentage reflecting year to date spend / preventative- & corrective planned maintenance budget votes for the Community Department. Maintenance as defined according to mSCOA and excludes emergency corrective maintenance.
ComDir2	% Expenditure on Capital Budget by Community Directorate	Community	63.7%	95%	10%	40%	60%	95%	96%	97%	97%	97%	Percentage reflecting year to date spend / Total capital budget less any contingent liabilities relating to the capital budget of the community directorate. The total capital budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.



**KEY PERFORMANCE AREA:**

**SOCIO-ECONOMIC SUPPORT**

**Strategic Objective:**

**4.1 Support the poor & vulnerable through programmes & policy**

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2018/19	Target 2020/21	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Definitions
ComSoc41	Number of account holders subsidised through the municipality's Indigent Policy	Community	3701	4500	4500	4500	4500	4500	4500	4400	4300	4300	Refers to the number of account holders subsidised through the municipality's Indigent Policy as at the end of reporting period.
ComLed8	The number of jobs created through municipality's local economic development initiatives including capital projects.	Community	397	400	100	200	300	400	410	410	420	420	This indicator measures the number of work opportunities created through the expanded Public Works Programme (EPWP) and contracts for temporary workers and temporary workers employed through contractors on projects. Proxy for National KPI.
ComSoc42	Number of engagements with target groups with the implementation of social development programmes.	Community	25	20	5	10	15	20	20	20	20	20	The indicator refers to the number of engagements with target groups for the implementation social developmental programmes and /or initiatives .
ComHS14	Number of housing opportunities provided per year.	Community	30	0	0	0	0	0	0	200	100	100	A housing opportunity is incremental access to and or delivery of one of the following Housing products: Practically completed Subsidy Housing which provides a minimum 40m² house.
ComHS15	Number of Rental Stock transferred	Community	40	40	10	20	30	40	45	50	50	50	Number of rental stock transferred to approved beneficiaries, using established criteria. Rental stock is being defined as subsidised houses constructed before 1994 (scheme houses) and leased by the municipality to identified and approved beneficiaries.

**Strategic Objective:**

**4.2 Create an enabling environment to attract investment & support local economy.**

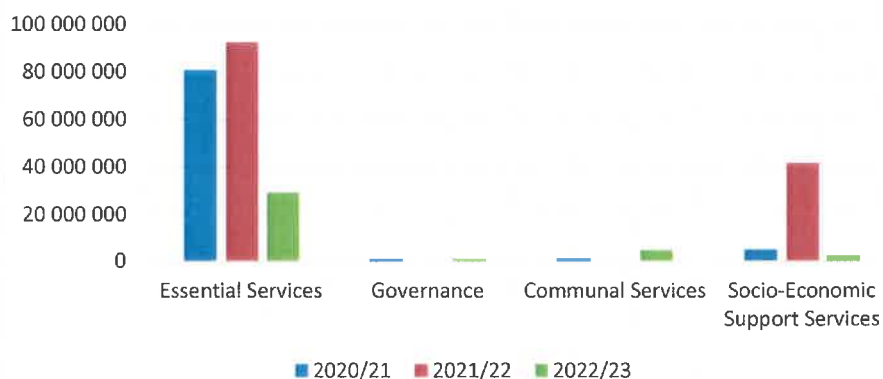
Ref	Key Performance Indicator	Reporting Directorate	Baseline 2018/19	Target 2020/21	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Definitions
ComLed19	Quarterly report on investment incentives implemented.	Community	New	4 Reports	1	1	1	1	4 Reports	4 Reports	4 Reports	4 Reports	Quarterly report on investment incentives implemented.
ComLed20	Quarterly report on the Small Business Entrepreneurs Development Programme.	Community	New	4 Reports	1	1	1	1	4 Reports	4 Reports	4 Reports	4 Reports	Quarterly report on the Small Business Entrepreneurs Development Programme.
ComLed4	Quarterly report on the implementation of strategies and planned actions as identified in the Witzenberg LED Strategy.	Community	4	4 Reports	1	1	1	1	4 Reports	4 Reports	4 Reports	4 Reports	Progress reports on the implementation of strategies and planned actions as identified in the Witzenberg LED Strategy.

## 8. BUDGETARY ALIGNMENT WITH IDP

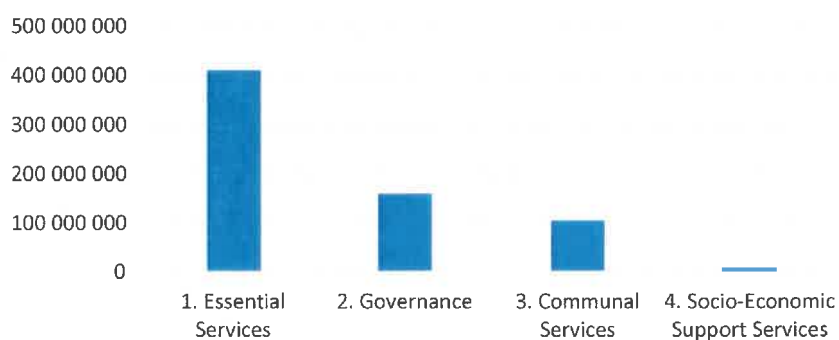
### BUDGET PER KEY PERFORMANCE AREA

2020/21 BUDGET LINKED TO KEY PERFORMANCE AREA	TOTAL BUDGET	OPERATIONAL BUDGET	CAPITAL BUDGET
1. Essential Services	492 065 174	411 248 560	80 816 614
2. Governance	160 674 402	159 274 402	1 400 000
3. Communal Services	105 468 031	103 948 466	1 519 565
4. Socio-Economic Support Services	13 050 032	8 022 206	5 027 826
<b>TOTAL</b>	<b>771 257 639</b>	<b>682 493 634</b>	<b>88 764 005</b>

#### KEY PERFORMANCE AREA: 3YR CAPITAL EXPENDITURE



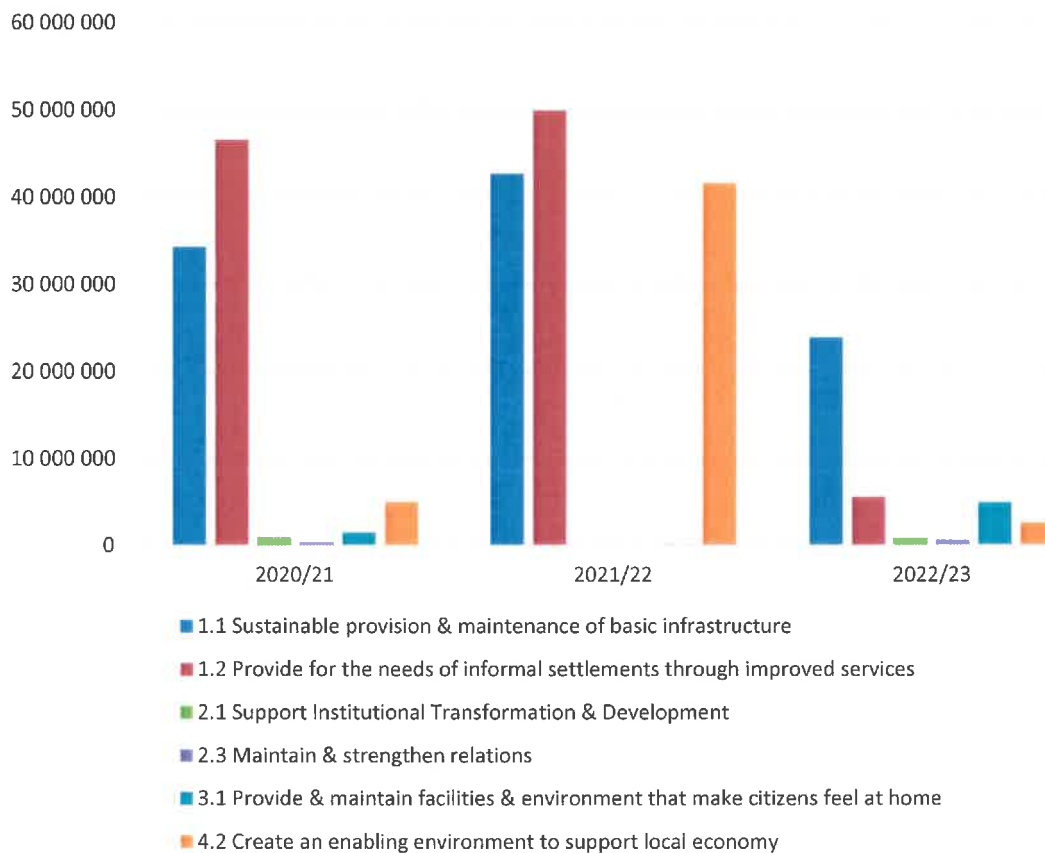
#### KEY PERFORMANCE AREA: 2021 OPERATIONAL BUDGET



## BUDGET PER STRATEGIC OBJECTIVE

KEY PERFORMANCE AREA	STRATEGIC OBJECTIVE	OPERATIONAL BUDGET	CAPITAL BUDGET
1. Essential Services	1.1 Sustainable provision & maintenance of basic infrastructure		34 257 219
	1.2 Provide for the needs of informal settlements through improved services		46 559 395
2. Governance	2.1 Support Institutional Transformation & Development		1 000 000
	2.2 Ensure financial viability		0
	2.3 Maintain & strengthen relations		400 000
3. Communal Services	3.1 Provide & maintain facilities & environment that make citizens feel at home		1 519 565
4. Socio-Economic Support Services	4.1 Support the poor & vulnerable through programmes & policy		0
	4.2 Create an enabling environment to support local economy		5 027 826

## STRATEGIC OBJECTIVE: 3YR CAPITAL EXPENDITURE



## FIVE YEAR PROJECTED CAPITAL EXPENDITURE PER WARD

### KEY PERFORMANCE AREA:

#### 1. ESSENTIAL SERVICES

##### Strategic Objective:

##### 1.1 Sustainable provision and maintenance of basic infrastructure

Programme	Department	Project	Funding Source	Ward	Budget 2020-2021	Budget 2021-2022	Budget 2022-2023	Budget 2023-2024	Budget 2024-2025
1.1a Upgrading of bulk resources & infrastructure	Elec Admin	MV Substation Equipment	CRR	All	1 000 000	500 000	1 000 000	700 000	1 500 000
	Sewerage	Aerator replacement programme	CRR	All					500 000
	Sewerage	Refurbishment WWTW	CRR	All					750 000
	Sewerage	Upgrade Wolseley WWTW	CRR	2,7	1 500 000				
	Sewerage	Security upgrades	CRR	All	300 000			300 000	
	Solid Waste	Transfer stations & related infrastructure (co	CRR	3		5 317 400			
	Water	Security upgrades	CRR	All				450 000	
	Water	Tulbagh Dam	RBIG	11	16 931 304	17 391 304			
	Solid Waste	New Material Recovery Facility/Drop Off	MIG	All	9 356 350	7 066 955			
	Water	Op-Die-Berg Reservoir	MIG	8		11 279 044			
	Water	Tulbagh Reservoir	MIG	7,11				7 000 000	6 000 000
	Water	Tierhokskloof bulk pipeline	MIG	7			8 026 177		
	Water	Tulbagh Dam (own)	CRR	7,11				5 000 000	
1.1b Upgrade & maintenance of network infrastructure	Elec Admin	Upgrade of LV Network Cables	CRR	All	500 000		1 000 000		1 000 000
	Elec Admin	MV Network Equipment	CRR	All	500 000		1 000 000		1 000 000
	Elec Admin	Upgrade of MV Cables	CRR	All	500 000		1 000 000		600 000
	Elec Admin	Tools & Equipment	CRR	All				160 000	150 000
	Elec Str Lights	Upgrade of Streetlights	CRR	All				300 000	350 000
	Sewerage	Sewer Pumps-replacement	CRR	All				250 000	250 000
	Sewerage	Sewer Network Replacement	CRR	All	500 000		1 500 000	1 000 000	2 000 000
	Water	Infrastructure Management System	CRR	All					200 000
	Water	Tools & Equipment- New	CRR	All				50 000	50 000
	Water	Network- Water Pipes & Valve Replacement	CRR	All	500 000		1 500 000	1 000 000	2 000 000
	Water	Grey Water System	CRR	All					1 500 000
	Elec Admin	Electrical Network Refurbishment	CRR	All				1 500 000	1 500 000
	Stormwater	Network - Storm Water Upgrading	CRR	All				450 000	450 000
	Solid Waste	Drop-offs Transfer stations	CRR	All				4 000 000	2 000 000

Programme	Department	Project	Funding Source	Ward	Budget 2020-2021	Budget 2021-2022	Budget 2022-2023	Budget 2023-2024	Budget 2024-2025
1.1c Transport management & road maintenance	Roads	Network streets	CRR	All	1 800 000		2 000 000	2 500 000	2 500 000
	Roads	Tulbagh Steinthalweg walkways	RSEP	7,11	869 565	434 783			
	Roads	Tulbagh Steinthalweg walkways (contribution)	CRR	7,11		500 000			
	Roads	New taxi facility Ceres	MIG	5		173 913	6 826 086		
	Roads	Tools & Equipment	CRR	All				50 000	50 000
	Roads	NMT Sidewalks Ceres	CRR	3.5					500 000

Strategic Objective: 1.2 Provide for the needs of Informal Settlements through improved services.

Programme	Department	Project	Funding Source	Ward	Budget 2020-2021	Budget 2021-2022	Budget 2022-2023	Budget 2023-2024	Budget 2024-2025
1.2a Implementation of human settlement plan (serviced sites)	Elec Admin	Vredebes Electrical Network	INEP	5		3 000 000	4 000 000	3 500 000	3 500 000
	Elec Str Lights	Vredebes Phase H Streetlights	MIG	5		1 565 217			
	Roads	Nduli Infill Internal Roads	IHSDG	1,12		11 320 000			
	Sewerage	Nduli Infill Internal Sewerage	IHSDG	1,12		11 320 000			
	Water	Nduli Infill Internal Water	IHSDG	1,12		11 320 000			
	Storm water	Nduli Infill Internal Storm water	IHSDG	1,12		11 320 000			
	Water	Vredebes Phase H Bulk water pipeline	MIG	5	476 300				
	Storm water	Vredebes Phase H Bulk storm water & atten	MIG	5	4 330 552				
	Roads	Vredebes Phase H Busroutes & side walks	MIG	5	2 562 153				
	Sewerage	Vredebes Phase H Bulk sewerage pipeline	MIG	5	739 584				
	Roads	Vredebes Access Collector	MIG	5	496 800		1 565 217		16 000 000
	Roads	Vredebes Phase H Internal Roads	IHSDG	5	9 488 502				
	Water	Vredebes Phase H Internal Water	IHSDG	5	9 488 500				
	Storm water	Vredebes Phase H Internal Storm Water	IHSDG	5	9 488 503				
	Sewerage	Vredebes Phase H Internal Sewerage	IHSDG	5	9 488 501				

KEY PERFORMANCE AREA:

2. GOVERNANCE

Strategic Objective:

2.1 Support Institutional Transformation and Development

Programme	Department	Project	Funding Source	Ward	Budget 2020-2021	Budget 2021-2022	Budget 2022-2023	Budget 2023-2024	Budget 2024-2025
2.1b Law enforcement & traffic	Roads	Traffic Calming	CRR	All				200 000	200 000
	Traffic	Capex Test Centre	CRR	3					
	Traffic	Capex: Fire Arms	CRR	All					
2.1c Spatial / Town Planning	Town Pl	Replace computers	CRR	All	50 000				
2.1d Administration	Admin	Council chambers furniture	CRR	All	600 000				
	Dir Corp	Office Equipment	CRR	All				50 000	50 000
	Dir Com	Office Equipment	CRR	All				30 000	30 000
	Dir Fin	Office Equipment	CRR	All				30 000	30 000
	Dir Tech	Office Equipment	CRR	All				30 000	30 000
	MM	Office Equipment	CRR	All				30 000	30 000
	Project Manag	Office Equipment	MIG	All				20 000	
2.1e Fleet Management	Workshop	Construct inspection ramp	CRR	All	350 000				
2.1g Disaster management & fire fighting	Fire Fighting	Capex Fire Fighting Equipment	CRR	All				350 000	
		Firefighting Response Vehicle	Prov Grant	All			800 000		

Strategic Objective:

2.3 Maintain and Strengthen Relations

Programme	Department	Project	Funding Source	Ward	Budget 2020-2021	Budget 2021-2022	Budget 2022-2023	Budget 2023-2024	Budget 2024-2025
2.3a Communication & marketing	Marketing & Communications	Access Control - Furniture and Equipment	CRR	All				75 000	
		Signage & Billboards	CRR	All				80 000	
		Camera equipment	CRR	All					20 000
2.3b ICT	IT	IT Equipment	CRR	All	400 000		600 000	600 000	650 000

KEY PERFORMANCE AREA:

3. COMMUNAL SERVICES

Strategic Objective:

3.1 Provide and Maintain Facilities and Environment that make citizens feel at home

Programme	Department	Project	Funding Source	Ward	Budget 2020-2021	Budget 2021-2022	Budget 2022-2023	Budget 2023-2024	Budget 2024-2025
3.1a Upgrading & maintenance of facilities	Halls And Facilities	Townhalls Equipment	CRR	All	40 000		40 000		
	Public Toilets	Containers 3x3m	CRR	All				100 000	
	Cemeteries	Op Die Berg Public Toilets	CRR	8				200 000	
		Expanding of Cemetery	CRR	All				200 000	300 000
		New regional cemetery	MIG	All		137 480	4 819 042	6 194 783	
		Ceres upgrade Of Leyell Str Sport Facilities	MIG	3	869 565				
	Recreational Land	Sportfield equipment	CRR	All	30 000		30 000		
		Montana security fence	CRR	2,7	540 000				
		Sportsground development	CRR	All				400 000	400 000
		Resurface netball courts	CRR	All				300 000	200 000
3.1b Environmental management	Parks	Chainsaws	CRR	All					90 000
	Parks	Brushcutters	CRR	All					120 000
	Parks	Irrigation equipment for parks	CRR	All				500 000	
	Parks	Truck 1.3 ton	CRR	All					350 000
	Parks	Containers x 2	CRR	All				50 000	
	Parks	Parks equipment	CRR	All	40 000		40 000		
	Parks	Landscaping of parks	CRR	All					300 000

KEY PERFORMANCE AREA:

4. SOCIO-ECONOMIC SUPPORT SERVICES

Strategic Objective:

4.2 Create an enabling environment to support local economy

Programme	Department	Project	Funding Source	Ward	Budget 2020-2021	Budget 2021-2022	Budget 2022-2023	Budget 2023-2024	Budget 2024-2025
4.2a Local economic development	Roads	Upgrade Van Breda Bridge	Prov Grant	3,5	4 130 000	34 130 000	2 130 000		
	Roads	Upgrade Van Breda Bridge (contribution)	CRR	3,5	897 826	7 419 565	463 043		
	Roads	Rehabilitation - Streets Tulbagh	CRR	11				2 500 000	3 500 000
4.2b Utilizing municipal/public property to support growth	Resorts	Chalet Furniture	CRR	3					450 000